

Finance and General Government Group

Finance and General Government Group

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**Finance and General Government Group
Summary & Executive Office**
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Board of Supervisors
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Assessor / Recorder / County Clerk
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Treasurer / Tax Collector
.....

Chief Administrative Office
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Auditor and Controller
.....

County Technology Office
.....

Civil Service Commission
.....

Clerk of the Board of Supervisors
.....

County Counsel
.....

Grand Jury
.....

Human Resources
.....

Media and Public Relations
.....

CAC Major Maintenance
.....

Finance and General Government Group & Executive Office



Group Description

The Finance and General Government Group provides a broad array of services to a wide range of customers. In general, services fall into three groups. The first is backbone support for County government (legislative, fiscal control, treasury, human resources, legal, telecommunications, and data processing). The second is local public agency support, which includes property assessment, tax collection, and pooled investment services. The third group is direct public services such as document recordings, marriage licenses, birth certificates, passport applications, and County Television Network (CTN) programming.

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to County residents, other local public agencies, County departments and individual County employees that are consistent with federal, state and local requirements.

2002-03 Accomplishments

Fiscal Stability

- Sustained the current favorable ratings for credit and the Treasurer's Investment Pool.
- Continued the implementation of strategies to protect funding for core County programs essential for public health and safety.
- Maintained a structurally balanced budget in light of potentially drastic reductions in state revenue by continuing to balance prudent cash reserves with operational needs.
- Leveraged the new GASB 34 financial reporting model to improve the management of assets and liabilities.
- Achieved and maintained a high level of financial expertise within County management by developing and implementing a comprehensive financial management training program.

Crime Prevention

- Ensured that information promoting crime prevention was available to the public via CTN, media outreach, publications, and the Internet.

Environment

- Ensured that information promoting protection of our environment was available to the public via CTN, media outreach, publications, and the Internet.
- Provided litigation support to the enforcement of County Code violations, thus promoting the health, safety, peace, and quiet of our communities.
- Provided legal assistance support to the implementation of the regional Clean Water Strategic Plan, as well as to the full compliance with state and federal requirements governing stormwater programs.

Self Sufficiency

- Ensured that information promoting self sufficiency was available to the public via CTN, media outreach, publications, and the Internet.
- Provided quarterly training to social workers to assist them in the performance of their duties in accordance with state law.



Health and Wellness

- Ensured that information promoting health and wellness was available to the public via CTN, media outreach, publications, and the Internet.
- Continued to provide, and encouraged the use of, a comprehensive benefit package for County employees, thus promoting the health and wellness of these 18,000 County residents and their families.

Technology

- Managed Information Technology as an asset to reduce the cost of doing business, and to enable enhancements in customer service.
- Continued implementation of the Enterprise Resource Planning (ERP) system for the human resource, financial, and performance management functions.
- Continued Business Process Reengineering (BPR) efforts to expand and fully utilize the above new system.
- Completed the transformation of all 14,000 terminals and personal computers with state-of-the-art workstations running current releases of operating systems, including a single enterprise e-mail system.
- Continued to analyze all County department telephone processes and reengineer where appropriate to take advantage of new telephone system functionality, to include Automatic Call Distribution, auto-attendants, and Interactive Voice Response.

Human Resources Modernization

- Continued the comprehensive review of the County's classification system, and began its implementation.
- Piloted the newly developed Supervisory Academy.
- Began coordination of the development of Personal Development Plans and Executive Development Plans for all employees with the County's Diversity Initiatives.

Workplace Improvement

- Continued to assist in the process of developing and adopting Countywide workstation and workplace standards.
- Furthered energy conservation measures in County facilities to reduce demand.

Continuous Improvement

- Expanded and refined the use of the "Balanced Scorecard" in County decision-making.
- Continued to foster trust and open communications with employees.
- Utilized employee process improvement teams to assist in achieving the County's strategic initiatives.
- Ensured Operational Incentive Plan and Quality First goals were aligned with the Strategic Plan.
- Continued to monitor and improve customer service by using customer satisfaction surveys, Mystery Shoppers, and other forms of customer feedback.
- Developed performance measurements to assess performance in the delivery of County services.

Regional Leadership

- Continued to educate government representatives, local stakeholders, and opinion leaders on the Strategic Plan and the General Management System.
- Maximized opportunities to expand the County's role and influence in statewide forums, to promote Board policies and best-in-class governance practices

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Prioritize program needs within the context of our three Strategic Initiatives: Kids, The Environment, and Safe and Livable Communities.



- Maintain a structurally balanced budget in light of potentially drastic reductions in state revenue by continuing to balance prudent cash reserves with operational needs, and balancing the County budget without the use of one-time funding for ongoing needs.
- Manage attrition and maximize planning efforts to appropriately size the County workforce and minimize employee layoffs.
- Continue to educate government representatives, local stakeholders, and opinion leaders on the Strategic Plan and the General Management System.
- Work closely with state legislators and the California State Association of Counties (CSAC) to protect local government revenue sources.
- Sustain the current favorable ratings for credit and the Treasurer's Investment Pool.
- Recruit and identify executive management staff capable of implementing and enhancing the General Management System.
- Produce and air CTN programs, segments and Public Service Announcements that promote the County's Strategic Initiatives.
- Provide management and oversight of IT Contractor, as well as technical support for large IT initiatives and IT strategic planning efforts for County departments providing services directly related to achieving the County's strategic initiatives.

Strategic Initiative – Kids

- Provide workshops, internships and job shadowing days for children housed in County facilities, Monarch School, San Pasqual Academy and other school districts to encourage and support student's efforts to identify career choices and job preparation.
- Provide benefits to County employees and their families to ensure that the children of County of San Diego employees have access to healthcare.

- Assist HHSA to improve independent skills for dependent youth and to achieve a higher rate of high school graduation for foster youth.
- Collaborate with HHSA Children's Services and Courts to provide permanency for dependent children.
- Collect revenue supporting specific programs for the benefit of children, including the Infant Mortality Review Program, the Battered Children's Fund, and funding for the Domestic Violence program.
- Continue to support and provide active participation in Community charitable causes that support and care for children to include County Employees Charitable Organization (CECO), Polinsky Children's Center, the San Pasqual Academy, and the March of Dimes.

Strategic Initiative – The Environment

- Develop a ten-year facility maintenance plan for the County Administration Center (CAC).
- Provide quality legal assistance to County departments that support the County's land use and environment goals, such as providing litigation support to enforce County Code violations and assisting with the implementation of the regional Clean Water Strategic Plan, ensuring its full compliance with state and federal requirements governing stormwater programs.
- In conjunction with the Land Use and Environment Group, provide training to employees regarding Stormwater Pollution Prevention.
- Convert pre-printed hardcopy tax bills to electronic bills to reduce repetitive processes and conserve resources.

Strategic Initiative – Safe and Livable Communities

- Continue safety and emergency response training for employees.
- Enforce the safety code in tenant improvement projects at the CAC.



- Provide quality legal services supporting law enforcement's efforts to facilitate safe and livable communities.
- Train client department staff to recognize and avoid liability risks inherent in their duties.
- Partner with all Groups to reduce work injuries through the Work Safe/Stay Healthy program.
- Conduct comprehensive workers compensation analysis of the Probation Department to reduce injuries and associated lost time.
- In conjunction with the Public Safety Group, assist in the development and implementation of retention plans for the critical skills classifications within their organizations.
- Collect revenue supporting specific programs that promote safe and livable communities, such as Criminal Justice, Disaster Preparedness, Conciliation Court, and District Attorney's real estate fraud.

Executive Office Changes from 2002-03 Adopted

Expenditure

- The budget decreased by \$23.7 million due to the reduction of transitional support costs for the ERP project.

Revenue

- The budget decreased by \$16.0 million due to the reduced use of fund balance savings to fund one-time activities associated with the ERP project.

Staffing

- Net increase of 9.25 staff years is a result of 7.00 staff years that were transferred from the Auditor and Controller during Fiscal Year 2002-03 to provide support for the ERP project, and 5 positions (2.25 staff years) that were increased to full-time funding.



Finance and General Government Group & Executive Office

Staffing by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Executive Offices	13.00	22.25	22.25
Board of Supervisors	62.00	62.00	62.00
Assessor / Recorder / County Clerk	462.00	462.00	462.00
Treasurer / Tax Collector	123.00	123.00	123.00
Chief Administrative Office	19.00	16.50	16.50
Auditor and Controller	284.00	278.00	278.00
County Technology Office	18.00	18.00	18.00
Civil Service Commission	4.00	4.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00
County Counsel	137.00	137.00	137.00
Grand Jury	—	1.00	1.00
Human Resources	121.00	121.00	121.00
Media and Public Relations	22.00	22.00	22.00
Total	1,302.00	1,303.75	1,303.75

Expenditures by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Executive Offices	42,329,373	21,597,943	18,660,153	16,723,547
Board of Supervisors	5,446,766	5,355,618	6,201,838	6,397,195
Assessor / Recorder / County Clerk	38,793,588	40,237,762	44,087,155	45,668,500
Treasurer / Tax Collector	12,197,458	11,818,511	13,512,360	14,125,094
Chief Administrative Office	3,662,969	3,717,821	3,946,497	4,050,741



Finance and General Government Group & Executive Office

Expenditures by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Auditor and Controller	26,833,279	24,022,962	27,871,528	28,579,563
County Technology Office	125,462,987	126,568,066	129,095,708	124,321,293
Civil Service Commission	406,451	320,353	337,819	297,098
Clerk of the Board of Supervisors	5,424,278	4,555,052	5,611,381	5,763,437
County Counsel	15,202,931	15,024,685	17,531,975	18,525,657
Grand Jury	—	—	486,236	489,680
Human Resources	16,950,279	15,429,701	18,566,465	18,581,198
Media and Public Relations	2,163,879	1,990,058	2,444,357	2,522,694
CAC Major Maintenance	1,133,800	1,949,904	778,800	778,800
Total	\$ 296,008,038	\$ 272,588,443	\$ 289,132,272	\$ 286,824,497



Finance and General Government Group & Executive Office

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Executive Offices	13.00	22.25	22.25
Total	13.00	22.25	22.25

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Executive Offices	\$ 42,329,373	\$ 21,597,943	\$ 18,660,153	\$ 16,723,547
Total	\$ 42,329,373	\$ 21,597,943	\$ 18,660,153	\$ 16,723,547

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 4,776,890	\$ 1,460,735	\$ 2,758,207	\$ 3,092,123
Services & Supplies	14,965,973	8,087,615	13,901,946	11,631,424
Fixed Assets Equipment	—	63,082	—	—
Reserve/Designation Increase	11,916,000	11,916,000	—	—
Operating Transfers Out	70,510	70,510	—	—
Management Reserves	10,600,000	—	2,000,000	2,000,000
Total	\$ 42,329,373	\$ 21,597,943	\$ 18,660,153	\$ 16,723,547

Budget by Categories of Revenue

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Reserve/Designation Decreases	—	—	3,238,200	3,238,200
Fund Balance	28,000,000	28,000,000	8,702,220	6,153,800
Charges For Current Services	—	8	—	—
Miscellaneous Revenues	—	837,003	—	—
General Revenue Allocation	14,329,373	(7,239,068)	6,719,733	7,331,547
Total	\$ 42,329,373	\$ 21,597,943	\$ 18,660,153	\$ 16,723,547



Board of Supervisors



Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the County.

Board General Office

The Board General Office, under direction from the Clerk of the Board of Supervisors, provides support to the main reception area of the Board of Supervisors.

District 1

Supervisor Greg Cox represents more than 556,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Mission Bay in the north to the U.S./Mexico international border. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and Otay Mesa.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government effective, responsible and visionary while ensuring its accessibility and responsiveness to citizens. Supervisor Cox's staff assists him in policy development, research, and review of the County budget and operations.

The District 1 budget reflects the appropriate professional staffing level for policy analysis, constituent services and an active student intern program.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government to better serve residents by increasing public safety resources; reforming San Diego County's welfare system; promoting the interests of children, youth and families; supporting the County's foster teens through projects like the San Pasqual Academy; ensuring the long-term environmental health of San Diego's beaches and bays with efforts such as Project Clean Water; developing relationships across the international border with Mexico to address issues of bi-national significance; and preserving open space while providing recreational opportunities through the creation of the Otay Valley Regional Park, and the expansion of the Sweetwater Regional Park, and the Tijuana River Valley Regional Park.

District 2

Supervisor Dianne Jacob represents more than 552,000 residents, including 256,000 unincorporated residents, living in 2,000 square miles of the majestic eastern portion of San Diego County. The Second Supervisorial District is geographically the largest of the five supervisorial districts with more unincorporated area residents than the other four districts combined. The Second District includes the cities of Poway, El Cajon, La Mesa, Lemon Grove, Santee and the communities of Allied Gardens, Del Cerro, Grantville and Rolando in the City of San Diego; the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite



Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate and Vallecitos; as well as the Indian Reservations of Barona, Campo, Cosmit, Cuyapaibe, Inaja, Jamul, LaPosta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. Because of the large unincorporated areas in the Second District where residents rely on County Government for most local government services, residents have more contact and request more services from their County Supervisor than in more urbanized districts.

District 3

District Three Supervisor Pam Slater represents more than 578,000 residents. The district extends from Pacific Beach to Encinitas along the coast, then from Carmel Valley and Sorrento Hills, the Third District stretches east to Mira Mesa and Scripps Ranch. Along the Interstate 15 corridor, the district takes in the communities of Tierrasanta, San Carlos, Rancho Penasquitos, Carmel Mountain, Sabre Springs, Rancho Bernardo and the City of Escondido. The office budget reflects staffing commensurate with the size of the district, its population growth and the myriad of services provided to the constituents. The budget also reflects a quality service relationship with the Third District's population. District Three requires diverse services and professional skills by the members of the Third District staff. District Three's boundaries include a wide variety of industry, education, environmental issues and research facilities, retail, farming, the highest concentration of tourism, and five city governments. The district office reflects the business, education, environmental concerns and population diversity of the district. District Three is a growing, vibrant area. Population growth can be attributed to not only climate and lifestyle, but to the many economic opportunities available. County government must do its share to promote quality of life through economic prosperity, environmental protection and appropriate services such as parks and libraries.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. More than 500,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster children and preserving public safety, to making sure that the County of San Diego remains one of the best managed counties in America. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, air quality, water quality, probation, and operation of the jail system. The County's Fourth Supervisorial District spans almost 70 square miles, extending north to University City, west to Old Town, east to the College Area, and south to Paradise Hills. The district also includes the neighborhoods of Bay Park, Chollas View, City Heights, Downtown San Diego (part), Encanto, Hillcrest, Golden Hill, Kearny Mesa, Kensington, Linda Vista, Little Italy, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park and the world-famous San Diego Zoo.

District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert.



The district, with nearly 1,800 square miles, is a vast resource of nature, industry and agriculture. Nearly 550,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved health care, public safety and new relationships with faith-based groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Costa, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. The district is also home to the Indian

Reservations of La Jolla, Los Coyotes, Mesa Grande, Pale, Puma, Rincon, and San Casual. Also within the district boundaries are vast areas of National Forest, State Park lands, and the United States Naval Weapons Station at Fallbrook. Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District (the fourth most important in the County), with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded, inland valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista and San Marcos. Many of the major golf club makers are also part of the business success of the Fifth District. Supervisor Horn is committed to balanced growth and environmental care.



Board of Supervisors

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Board of Supervisors District 1	11.00	11.00	11.00
Board of Supervisors District 2	12.00	12.00	12.00
Board of Supervisors District 3	12.00	12.00	12.00
Board of Supervisors District 4	12.00	12.00	12.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
Total	62.00	62.00	62.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Board of Supervisors District 1	\$ 828,185	\$ 805,949	\$ 1,027,346	\$ 1,059,707
Board of Supervisors District 2	882,000	932,029	1,094,121	1,128,586
Board of Supervisors District 3	828,185	836,857	1,015,560	1,047,550
Board of Supervisors District 4	828,185	820,894	1,027,346	1,059,707
Board of Supervisors District 5	922,000	919,074	1,114,642	1,149,753
Board of Supervisors General Offices	1,158,211	1,040,812	922,823	951,892
Total	\$ 5,446,766	\$ 5,355,618	\$ 6,201,838	\$ 6,397,195

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 4,301,788	\$ 4,214,297	\$ 5,300,357	\$ 5,495,738
Services & Supplies	1,144,978	1,141,321	901,481	901,457
Total	\$ 5,446,766	\$ 5,355,618	\$ 6,201,838	\$ 6,397,195

**Budget by Categories of Revenues**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	678,706	678,706	—	—
Charges For Current Services	—	1,721	—	—
Miscellaneous Revenues	—	169	—	—
General Revenue Allocation	4,768,060	4,675,022	6,201,838	6,397,195
Total	\$ 5,446,766	\$ 5,355,618	\$ 6,201,838	\$ 6,397,195



Assessor/Recorder/County Clerk



Department Description

The Assessor is mandated by the Constitution of the State of California to establish values and maintain records on all taxable property within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index, and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, to issue marriage licenses, offer civil marriage ceremonies, and to provide certified copies of vital records including birth certificates.

Mission Statement

To have fair and uniform assessments of all property, to obey and fully implement all property tax laws and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted using automation, wherever appropriate, to increase productivity and efficiency and to provide for the efficient distribution of copies of vital records immediately upon receiving a request from a member of the public.

2002-03 Accomplishments

Fiscal Stability

- Construction 70% completed on a County-owned building that will replace the existing leased Kearny Mesa office, the department's largest and most expensive facility.
- Banked funds for the future purchase of land to build a County-owned building to replace the leased San Marcos office.
- Continued to maintain a high level of customer satisfaction, over 96% of the 2,366 comments received were positive.

- Over 1.6 million real estate-related documents were recorded in San Diego County.
- Continued to maintain fair and full valuation of all property within San Diego County.

Technology

- Completed the systems analysis for a new integrated Property Tax System.
- Awarded a four-year contract to convert 25 million paper and film images into digital image format.
- Expanded services and information available to the public over the Internet.
- Designed a new Automated Recording System that will provide a seamless, efficient, and cost-effective recording environment that will establish a platform for the anticipated electronic recording of documents.
- Three additional years of recorded document images were made accessible to the public.
- Expanded the Assessor Recorder County Clerk (ARCC) Imaging file storage environment to ensure business continuity and accommodate future growth. This provided a shared and integrated file and image storage venue between ARCC, the Treasurer/Tax Collector and the Auditor and Controller.



2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Continue to be a significant funding source for the County's Strategic Initiatives through the Documentary Transfer Taxes, associated property taxes, and Recording and County Clerk fees.

Strategic Initiative – Kids

- Collect revenue supporting the planning and evaluation of public health services for children, including the Infant Mortality Review Program, aiding in the prevention of fetal and infant deaths.
- Record judgments in an effort to collect funds from parents delinquent in their child support payments.
- Help the County's abused and neglected children by providing a service that allows customers to acquire a wedding photo for a donation to the Polinsky Children's Center.
- Support the Battered Children's Fund by continuing to collect fees funding the program.
- Continue to collect the marriage license fees funding Domestic Violence programs.

Strategic Initiative – The Environment

- Collect the Fish and Game filing fees used to defray costs of managing and protecting fish and wildlife resources.
- Support the California Environmental Quality Act (CEQA) by filing and posting environmental review public notices.

Strategic Initiative – Safe and Livable Communities

- Maintain fair and full valuation of all property within San Diego County.

- Collect the fees used to fund Criminal Justice services and disaster preparedness services provided to the County's citizens.
- Collect the fees funding the District Attorney's efforts to combat real estate fraud.
- Collect the fees funding the Conciliation Court.
- Collect revenue for the Monument Preservation Fund to ensure the surveying of property in the County is fair and equitable.

Changes from 2002-03 Adopted

Expenditure

- Salaries and Benefits increased by \$ 5.25 million due to cost of living adjustments, step adjustments, and retirement offsets for current staff per negotiated labor contracts.
- Services and Supplies increased by \$60,359 as a result of implementation costs for the Automated Recording System, partially offset by a \$17,000 reduction in Fixed Assets.

Revenue

- Program revenue increased \$ 6.61 million due primarily to record-level document recordings and additional property tax administration reimbursement.
- While salary and benefits are increasing by over \$5.25 million, through service and supplies and fixed asset cost reductions and a \$6.61 million growth in program revenue, the department's net cost will be reduced.



Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Assessment Appeals Cases completed within two years* ¹	N/A	100%	100%	100%
Business Audits Performed ²	1,184	997	1,100	1,000
Number of Documents Recorded/Examined	1,000,000	1,660,255	1,300,000	1,300,000
Recorded Documents and Vital Records copied	295,000	315,876	290,000	295,000
Fictitious Business Name Filings	35,000	40,455	35,000	35,000

* Unless received a waiver

¹New Performance Measure for Fiscal Year 2003-04

²Fiscal Year 2002-03 Adopted represented the entire workload instead of the projected number to be completed. As a result, completed is less than adopted.



Assessor/Recorder/County Clerk

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Property Valuation ID	295.50	294.50	294.50
Recorder / County Clerk	131.00	131.00	131.00
Public Information Services	19.50	19.50	19.50
Management Support	16.00	17.00	17.00
Total	462.00	462.00	462.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Property Valuation ID	\$ 24,332,711	\$ 24,085,637	\$ 27,611,803	\$ 28,887,260
Recorder / County Clerk	10,740,511	12,274,534	12,318,062	12,470,497
Public Information Services	1,270,345	1,447,086	1,443,496	1,509,158
Management Support	2,450,021	2,430,504	2,713,794	2,801,585
Total	\$ 38,793,588	\$ 40,237,762	\$ 44,087,155	\$ 45,668,500

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 26,649,903	\$ 27,136,740	\$ 31,900,111	\$ 33,892,416
Services & Supplies	11,818,685	12,513,792	11,879,044	11,501,084
Fixed Assets Equipment	325,000	587,229	308,000	275,000
Total	\$ 38,793,588	\$ 40,237,762	\$ 44,087,155	\$ 45,668,500

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	—	—	33,000	—
Licenses Permits & Franchises	430,000	455,388	440,000	440,000
Revenue From Use of Money & Property	—	11,400	50,934	140,000
Charges For Current Services	27,260,294	32,142,002	33,776,853	35,106,853
Miscellaneous Revenues	30,000	26,729	30,000	30,000
General Revenue Allocation	11,073,294	7,602,243	9,756,368	9,951,647
Total	\$ 38,793,588	\$ 40,237,762	\$ 44,087,155	\$ 45,668,500

Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector (TT-C) provides investment, banking, and other financial services to public agencies located within the County of San Diego and collects all local property taxes. The office manages the Treasurer's \$4.1 billion investment funds, bills and collects \$2.6 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves as Paying Agent and Fiscal Agent for various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

2002-03 Accomplishments

Fiscal Stability

- Collected over \$2.6 billion in property taxes for schools, local agencies, cities and the County.
- Collected 98% of secured taxes and 99% of unsecured taxes.
- Mailed tax bills earlier resulting in a 22% increase in cash flow.
- Enhanced automated mail extraction processes and implemented document management to expedite payment processing.
- Maintained the current AAf/S1 rating from Standard & Poor's for the Investment Pool.
- Met requirements for three National Association of Counties awards.

- Awarded the Government Finance Officers Association Certificate of Achievement for Financial Reporting for the Investment Pool.
- Maintained proper accountability of \$4.1 billion in the County Treasury.
- Made funds available to Investment Pool participants as needed by providing quality banking services.
- Escheated \$144,000 in unclaimed funds.
- Implemented the Deferred Compensation Terminal Pay Program (206 participants/\$2.1 million in pay-outs).

Technology

- Increased collections by \$5.2 million through expansion of the Integrated Voice Response System, implementing Rapid Pay and enhanced E-Check services.
- Reduced processing time of address changes and tax sale applications by adding new functionality to the TT-C website.
- Reduced internal processing time by implementing a shared database with the Assessor to process Mobile Home Tax Clearance Certificates.
- Purged 20 years of obsolete electronic records and developed a business process for annual purging.



- Reduced processing time of tax bill requests through the establishment of a designated e-mail account for mortgage companies and taxing agencies.
- Cross-walked legacy Accounting Resource Management System (ARMS) data in TT-C applications to Oracle financial data in preparation of Enterprise Resource Planning (ERP) system implementation.
- Converted property tax e-commerce platform to Oracle/ Web SQL in alignment with ERP implementation.
- Increased potential Investment Pool earnings by \$125,000 by upgrading investment financial applications.
- Successfully partnered with Pennant Alliance to complete transformation of 174 desktops.
- Responded to customer e-mails within 24 hours.
- Converted wire transfer application to a web-based server to increase productivity and reduce costs.
- Complete upgrade of the Investment Financial System in alignment with ERP implementation.
- Improve, update and organize departmental policies and procedures to maximize available funding to sponsor programs focused on supporting the County's strategic initiatives.
- Improve departmental policies and procedures to enhance communication with constituents.
- Continue to expand Deferred Compensation information on the Web.
- Improve policies and procedures for bond payment administration and accounting.
- Continue efforts to ensure collection of all increase Uniform Tourist Tax revenue due to the County.

Human Resources Modernization

- Expanded Deferred Compensation information on the Web by implementing "mPower" and adding enrollment forms online.
- Added Retirement Enhancement informational video to the TT-C homepage to promote employee education.

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Enhance e-commerce system to streamline payment processing and provide more efficient payment options.
- Interface Oracle with property tax legacy systems in preparation for ERP.
- Collect 98% of secured taxes and 99% of unsecured taxes.

Strategic Initiative – Kids

- Expand and improve Deferred Compensation education, information and services for employees and their families.

Strategic Initiative – The Environment

- Replace e-commerce Automated Clearing House (ACH) processor to streamline wire transfers, which maximizes the rate of return on investments made by Special Districts who fund programs targeted at enhancing the environment.
- Convert pre-printed hardcopy tax bills to electronic bills to reduce repetitive processes and conserve resources.

Strategic Initiative – Safe and Livable Communities

- Continue to improve processing of Mobile Home Tax Clearance certificates by creating online application.

Changes from 2002-03 Adopted

Expenditure

- Salaries and Benefits expenditures increased by \$1.3 million due to negotiated labor contracts.



- Services and Supplies expenditures decreased by approximately \$0.5 million due to reduction in discretionary IT costs of \$0.3 million and a reduction in professional services of \$0.2 million.
- Management reserves of \$0.5 million were established based upon Finance and General Government Group Fund Balance.

Revenue

- Charges for Current Services revenue increased by approximately \$0.7 million due to anticipated increase in pooled money revenue, which will offset net cost increases.

- General Revenue allocation increased by 0.7 million.

Staffing

- No overall changes in department staffing. Internal transfer of 11 staff years from the Treasury division to the Administration division (3 staff years) and the Tax Collection division (8 staff years). The purpose of this re-organization was to transfer the Information Technology function to the Administration division and the Remittance Processing function to the Tax Collection division to improve the department's organizational structure.

Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Secured Taxes Collected (\$ Millions)	\$2,542	\$2,653	\$2,859	\$3,058
Unsecured Taxes Collected (\$ Millions)	\$137	\$135	\$148	\$161
Rate of Return on Investment Pool (%)	4.25%	2.32%	2.25%	2.75%
Deferred Compensation Accounts	20,500	19,816	20,600	20,650
Customer Satisfaction Ratings (1-5)	4.6	4.6	4.6	4.6

Taxes collected and rate of return on the Investment Pool are key performance indicators for the Tax Collection and Treasury programs respectively. These measures are strongly affected by economic conditions. The County receives about 14% of taxes collected with the majority going to schools, cities, and special districts.



Treasurer-Tax Collector

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Treasury	40.00	28.00	28.00
Tax Collection	75.00	83.00	83.00
Administration - Treasurer / Tax Collector	8.00	12.00	12.00
Total	123.00	123.00	123.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Treasury	\$ 4,730,430	\$ 4,711,786	\$ 4,081,439	\$ 4,155,774
Tax Collection	6,587,394	6,149,536	7,990,419	8,459,048
Administration - Treasurer / Tax Collector	879,634	957,188	1,440,502	1,510,272
Total	\$ 12,197,458	\$ 11,818,511	\$ 13,512,360	\$ 14,125,094

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 6,698,730	\$ 6,439,925	\$ 8,007,818	\$ 8,539,918
Services & Supplies	5,468,728	5,318,019	5,004,542	5,085,176
Fixed Assets Equipment	30,000	60,566	—	—
Management Reserves	—	—	500,000	500,000
Total	\$ 12,197,458	\$ 11,818,511	\$ 13,512,360	\$ 14,125,094

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	618,600	618,600	500,000	500,000
Fines, Forfeitures & Penalties	664,525	861,500	664,525	664,525
Charges For Current Services	5,440,460	6,857,551	6,115,134	6,536,441
Miscellaneous Revenues	35,512	269,139	35,512	35,512
General Revenue Allocation	5,438,361	3,211,721	6,197,189	6,388,616
Total	\$ 12,197,458	\$ 11,818,511	\$ 13,512,360	\$ 14,125,094

Chief Administrative Office



Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors, achieving the County's overall mission, goals, and objectives through the County's Agency and Groups.

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to citizens' needs and priorities, effectively implementing the policy direction of the Board of Supervisors and efficiently managing the day-to-day operations and functions of County Government.

2002-03 Accomplishments

Fiscal Stability

- Maintained a structurally-balanced budget ending the Fiscal Year without a deficit, in spite of State fiscal crisis.
- Maintained prudent cash reserves.
- Sustained the County's favorable bond rating and the Treasurer's Investment Pool.
- Leveraged the new GASB 34 financial reporting model to improve the management of assets and liabilities.

Crime Prevention/Public Safety

- Improved the County's terrorism preparedness activities, by establishing multi-disciplinary teams across the organization to address public health, environmental health and security; and establishing the County's Office of Emergency Services.
- Leveraged State and Federal funds for terrorism preparedness capabilities.

- Applied to have the Sheriff's Crime Lab receive forensic laboratory accreditation by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB), with accreditation decision pending.
- Fully implemented the Substance Abuse and Crime Prevention Act (Proposition 36) and advocated legislative amendments to improve the outcomes from the substance abuse treatment opportunities provided under that Act.
- Augmented coordination of mental health services and alcohol/drug treatment services to improve the quality of behavioral health services, including programs that address the growing number of dually-diagnosed cases.
- Strengthened links between the juvenile correctional system and Children's Mental Health services.
- Enhanced linkages between Children's Mental Health Services and Adult Mental Health Services to ensure a continuum of care for youth transitioning into adulthood without a break in service.
- Ensured timely assistance to elder abuse victims through emergency call centers.
- Promoted more cohesive communities and neighborhood revitalization through the Building Blocks for Better Neighborhoods program.

Environment

- Implemented the Jurisdictional Urban Runoff Management Plan.



- Continued development of an action plan for implementation of the regional Clean Water Strategic Plan.
- Made significant progress toward completion of General Plan 2020 including a transportation circulation element and amendments to the Zoning ordinance.
- Continued habitat preservation efforts to protect endangered species by acquiring property in the Multiple Species Conservation Program (MSCP)-approved area and maintaining MSCP preserves, with over 84,000 acres of open space acquired to date.
- Developed and implemented pro-active, regional responses to a variety of public, environmental and agricultural health threats including West Nile Virus, Bark Beetle, Mexican Fruit Fly and Newcastle Disease.
- Strengthened working relationships with all 17 Tribal Governments in the County and prepared a first-of-its-kind comprehensive study on the impacts of Tribal economic development projects.

Self Sufficiency

- Conducted a one-year evaluation of the award-winning San Pasqual Academy and graduated the first class of students.
- Implemented state-of-the-art senior and intergenerational services.
- Implemented the In-Home Supportive Services (IHSS) Public Authority benefiting those who provide in-home assistance to low-income seniors and people with disabilities.
- Enhanced child welfare services to meet the emotional and developmental needs of abused and neglected children.
- Sustained County and community-sponsored efforts to fully immunize children by age 2.

- Established a funding strategy to assist families in Public Housing and the Section 8 Housing Assistance Program by providing youth enrichment programs, educational scholarships, and computer training.
- Developed additional transitional housing opportunities and services for emancipated foster youth, reunifying parents, seniors, and victims of domestic violence.

Health and Wellness

- Conducted a successful assessment of the region's trauma system.
- Expanded County Medical Services to provide additional County residents with access to health care.
- Implemented a Countywide, web-based application process for Medi-Cal and Healthy Families programs using Health E-App.
- Supported the creation of the San Diego County Coalition on Children and Weight through a public-private partnership.
- Implemented an Asthma Management best practices campaign for medical providers and caregivers of children with asthma, to address what has become the leading serious chronic illness among San Diego County children.

Technology

- Completed the transformation of all 14,000 terminals and personal computers with state-of-the-art workstations running current releases of operating systems, including a single enterprise e-mail system.
- Successfully implemented new payroll system.
- Installed Automatic Call Distribution, auto-attendants and Interactive Voice Response in numerous departments to improve customer service.



- Upgraded the Quality Assurance Network and continued application software enhancements to provide a vital communication link in medical disasters and acts of domestic terrorism.
- Developed a strategy and plan to move from the current punch card voting system to a new certified system by 2004.

Customer Service Improvements

- Implemented a web-based employment application system.
- Established a network of satellite HR offices to better serve employment applicants and employees.
- Continued major maintenance program for all County facilities to prevent future backlogs and improve customer facilities.
- Completed construction and opened the Valley Center, Spring Valley, and Cardiff libraries.
- Successful selection of Julian Library for Proposition 14 Bond Act Funding and submittal of Alpine and Fallbrook libraries for Round 3 funding in Fiscal Year 2003-04.
- Successfully conducted the November 5, 2002 Gubernatorial General Election with immediate electronic results available to the public and media.

2003-05 Objectives**All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities**

San Diego County is committed to operating within the principals and disciplines of its General Management System (GMS). The Chief Administrative Officer will use the following principals, derived from the County's GMS, to achieve and maintain operational excellence throughout Fiscal Years 2003-05, despite the difficult and uncertain

financial circumstances expected to exist because of the State of California's fiscal crisis. The Chief Administrative Office and County management team will:

- Prioritize program needs within the context of our three Strategic Initiatives: Kids, Environment and Safe & Livable Communities.

Maintain the discipline of matching one-time funding with one-time projects and ongoing resources with ongoing services.

Maintain prudent reserves for their intended purpose.

Manage attrition and maximize planning efforts to appropriately size the County workforce and minimize employee layoffs.

Work closely with State legislators and the California State Association of Counties (CSAC) to protect local government revenue sources.

Retain the County's high bond ratings.

Develop alternative plans to continue major capital programs with minimal funding impacts even though completion dates may be extended.

Strategic Initiative – Kids

The CAO will work to implement all objectives within the Kids Initiative, improving opportunities for children:

- Encourage healthy behaviors and address children's health issues to help ensure healthy adulthood.
- Link eligible needy children to no-cost and low-cost healthcare coverage.
- Provide quality care and supportive services for at-risk youth and children in the dependency system to create a nurturing environment that enables and encourages them to succeed.
- Address and prevent the harmful effects on youth of exposure to violence.



- Support families with children as they transition from welfare to work and seek self-sufficiency.
- Create enriching experiences to engage youth and their families in activities that will help them reach their full potential as adults.

Strategic Initiative – The Environment

The CAO will work to implement all objectives within the Environment Initiative, promoting natural resource management strategies that ensure environmental preservation, quality of life and economic development.

- Implement habitat conservation programs.
- Develop and implement land use planning strategies that address the issues, needs, and concerns of both the present and the future.
- Balance housing, open space preservation, and economic development needs on behalf of residents, taxpayers, and businesses.
- Implement a strategy to improve the water quality of our streams, rivers, bays, and ocean.
- Reduce environmental risk through regulation, intergovernmental collaboration, and leveraging public and private resources.
- Decrease conflict over land use and actively facilitate responsible development.

Strategic Initiative – Safe and Livable Communities

The CAO will work to implement all objectives within the Safe and Livable Communities Initiative that promote safe and livable communities.

- Increase community residents' accountability for public safety.
- Address primary contributors to crime, including substance abuse, truancy, illiteracy, and mental health problems.

- Enhance efforts to stop domestic violence, focusing on prevention, victim support, and reducing recidivism.
- Improve emergency preparedness, response, recovery and mitigation capabilities for both natural and man-made disasters.
- Promote the health and well being of adults and seniors.
- Help residents find safe and affordable housing.
- Promote wellness and self-sufficiency.
- Develop techniques to attract businesses to all economic sub-regions of the County.
- Maintain and expand parks.
- Expand access to information resources for all residents.
- Develop and support services, programs, and initiatives that enrich our residents' quality of life.

Changes from 2002-03 Adopted

Expenditure

- Net increase in Salaries and Benefits expenditures of approximately \$118,000 is due to negotiated labor contracts.
- Increase in Services and Supplies expenditures of approximately \$200,000 is primarily due to increases in contracted government relations services.

Revenue

- Decrease in Intergovernmental Revenue of \$19,200 is due to reduction in Federal Aid Housing and Urban Development (HUD) Community Development Block Grant (CDBG) revenue.

Staffing

- Decrease in 2.50 staff years is a result of the part-time funding of five positions.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Executive Office	10.00	8.50	8.50
Office of Intergovernmental Affairs	5.00	4.00	4.00
Internal Affairs	4.00	4.00	4.00
Total	19.00	16.50	16.50

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Executive Office	\$ 1,583,286	\$ 1,138,913	\$ 1,576,817	\$ 1,583,682
Office of Intergovernmental Affairs	1,048,510	1,268,081	1,254,218	1,268,644
County Memberships and Audit	683,201	936,260	611,472	675,201
Internal Affairs	347,972	374,565	503,990	523,214
Total	\$ 3,662,969	\$ 3,717,821	\$ 3,946,497	\$ 4,050,741

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 1,911,472	\$ 1,685,586	\$ 2,029,055	\$ 2,078,388
Services & Supplies	1,715,870	2,032,234	1,917,442	1,972,353
Other Charges	8,000	—	—	—
Management Reserves	27,627	—	—	—
Total	\$ 3,662,969	\$ 3,717,821	\$ 3,946,497	\$ 4,050,741

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Intergovernmental Revenues	19,200	—	—	—
Charges For Current Services	49,826	33,251	49,826	49,826
Miscellaneous Revenues	—	371	—	—
General Revenue Allocation	3,593,943	3,684,199	3,896,671	4,000,915
Total	\$ 3,662,969	\$ 3,717,821	\$ 3,946,497	\$ 4,050,741



Auditor and Controller



Department Description

Governed by the overriding principles of fiscal integrity, customer service, and continuous improvement, the Auditor and Controller (A&C) Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department provides an integrated system of financial support services for all County departments, agencies and special districts including: accounting; cash management; payroll, accounts payable; cost accounting; and property tax services. The department performs independent operational, management, performance, and departmental audits and oversees contracts for audit services. Also, the department is responsible for the development, preparation, and monitoring of the County's Operational Plan and furnishes customer focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System (GMS) and County's Strategic Plan. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County. We are the leading financial management resource of the County, and our long-term objective is to continue to broaden our role of controller into provider of value-added financial services.

Mission Statement

To maintain our status as a national leader in providing government financial services, the department will continue to provide our customers with superior financial service in terms of quality, timeliness, value, and fiscal integrity to enable them to plan for and achieve their goals.

2002-03 Accomplishments

Fiscal Stability

- In collaboration with the Agency/Groups, improved the use of Performance Measurement by aligning these measures with the Operating and Strategic Plans. Additional efforts to improve Performance Measurement included initiating Balanced Scorecard training and implementing a departmental Balanced Scorecard that

incorporated and aligned departmental performance measures with the County of San Diego Strategic Initiatives.

- Provided several critical training and development opportunities to County staff including Trust Fund Management training, BRASS training, Internal Service Fund Cost Accounting training, and GMS and Balanced Scorecard training. Each of these training courses was designed to improve asset, liability management and operational resource planning.
- Received several distinguished recognition awards for financial leadership including the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award and Certificate of Achievement in Financial Reporting, the State Controller's Award for



Achieving Excellence in Financial Reporting, as well as national recognition from Governing Magazine. The Auditor and Controller also received national recognition for outstanding collection services, the National Association of Counties (NACo) Achievement Award for the Program “Public Agencies Can Compete Successfully.”

- Under the General Management System (GMS), and in collaboration with the Agency/Groups, prudently balanced the County’s cash reserves with operational needs to preserve the County's stability and fiscal health.
- By maintaining fiscal stability and operating within the guidelines of the General Management System, the County of San Diego was able to maintain its current bond rating at AA-.
- Successfully implemented the new GASB 34 financial reporting model that includes detailed identification and inventory of material assets. In addition, the department, in conjunction with the independent auditing firm of KPMG, has nearly completed the identification and inventorying of all County of San Diego material assets.

Technology

- Assumed a leadership role in helping to ensure a successful implementation of the Enterprise Resource Planning (ERP) systems, which include Oracle Financials, PeopleSoft Payroll, and Kronos Timekeeping Systems.
- Continued to strategically position IT capabilities to take full advantage of new technologies such as document imaging that can interface with the ERP Financial Accounts Payable (A/P) Module. Four locations are currently scheduled to accept A/P documents for scanning within the Auditor and Controller.

Human Resources Modernization

- Continued to aggressively recruit and retain the highest caliber employees.
- Continued to develop and refine professional knowledge base to ensure the County meets its future financial resource needs. These refinements included reviewing job classifications, leveraging diversity, and providing employee and executive development opportunities.
- Provided training for all department staff including Sexual Harassment Prevention, Diversity, Ethics, Stormwater Pollution Prevention, Ergonomic Best Practices, Injury Prevention, Outlook e-mail, and GMS Training.
- The Fiscal Year 2002-03 employee satisfaction survey results showed that over 70 % of Department respondents listed themselves as satisfied, to a great degree, with the County as their employer.

Continuous Improvement

- Reviewed and refined performance measurements for monitoring and tracking the delivery services through the use of the Balanced Scorecard. Performance measurements identified by the Balanced Scorecard will be incorporated into PbViews as the next step in the overall efforts of Performance Management within the GMS.
- Continued to monitor and improve customer service. Evidence of this can be seen in survey results from internal and external customer satisfaction surveys, Mystery Shopper telephone surveys and internal customer satisfaction cards. In addition, the Department, in a collaborative effort with the Land Use and Environment Group, is also in the process of implementing an aggressive customer service training program that will focus on telephone etiquette and effective customer service communications.



2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Continue to provide value-added financial information and services to meet operational, regulatory, and business requirements of our customers, which include all departments, agencies and special districts.
- Maintain a skilled and competent workforce to continue to provide value added financial information and services. In alignment with our Quality First Plan, continue to develop and update annual employee development plans for all department personnel in conjunction with his/her respective supervisor. Each plan will outline core competency training and development objectives for each fiscal year.
- Develop and administer at least one financial core competency Countywide training course annually.
- In collaboration with the Agency/Groups, continue to promote fiscal stability by balancing prudent cash reserves with operational needs to preserve the County's financial stability and fiscal health.
- Maintain the County's bond rating at AA-.
- Continue the successful implementation of the Enterprise Resource Planning (ERP) project, assigning Auditor and Controller staff to assist with implementation, as necessary. In addition, initiate a review and rewrite of all County Administrative Policies and Procedures that are required due to new ERP business practices and requirements.
- In alignment with our Quality First Plan, implement Imaging Technology in order to sustain operational excellence and reduce operating costs in the required field of Information Technology.
- In alignment with our Quality First Plan, continue A&C Executive participation with the Assessor/Recorder/County Clerk and Treasurer/Tax Collector to replace the existing Property Tax System.
- As defined in the department's Quality First Plan, define specifications and initiate competitive solicitation to replace existing Accounts Receivable System Managed Accounts Receivable and Trust (SMART) System.
- Continue to produce, manage and report timely quarterly County fund balance reports.
- Complete, in accordance with the County's GMS, a timely two-year Operational Plan.
- In alignment with our Quality First Plan, identify key departmental functions for Operational Business Continuity planning.

Strategic Initiative – Kids

- Continue to support and provide for active participation in Community charitable causes that support and care for children to include County Employees Charitable Organization (CECO), the San Pasqual Academy, and the March of Dimes.

Strategic Initiative – The Environment

- In conjunction with the Land Use and Environment Group, continue to provide regional leadership through training on storm water pollution prevention and other environmental best practices by coordinating and hosting one department-wide environmental best practice training course per year.

Strategic Initiative – Safe and Livable Communities

- Continue to provide core financial accounting services to County managed programs such as: (1) Housing and Urban Development (HUD); (2) Drug elimination; (3) Tenant rental assistance; (4) Community Development Block Grants (CDBG); and the (5) Criminal Justice Capital Outlay fund.



Auditor and Controller

Changes from 2002-03 Adopted

Expenditure

- Increase in Salaries and Benefits expenditures of \$3.0 million is due to Countywide negotiated labor contracts.
- Decrease in Services and Supplies expenditures of \$1.9 million is due to a reduction in contracted services related to IT application and computing power costs through effective cost management practices (\$1.0 million), the discontinuance of contracted services related to collection activities (\$0.85 million), and reduced utilization of contracted audit/consulting services (\$50,000).

Revenue

- Decrease in Intergovernmental revenues of \$55,000 is due to anticipated reduction of Federal Aid, HUD, and CDBG revenues.

- Decrease in Charges for Current Services revenue of \$0.5 million is due to the discontinuance of contracted services for collection activities. This revenue reduction is offset by a corresponding reduction of Services and Supplies expenditures for contracted services.

Staffing

- 7.50 staff years were transferred to the Finance and General Government Group Executive Office during Fiscal Year 2002-03 to provide Auditor and Controller support and Countywide transitional support for the Enterprise Resource Planning project.
- 1.50 staff years were transferred from the Finance and General Government Group Executive Office to the Auditor and Controller in order to provide the A&C with ERP System Administrators.

Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Implement GASB 34 ¹	Implemented	Implemented	N/A	N/A
Complete 100% of Mandated Audits	100%	100%	100%	100%
Implement ERP's	Continue Development	Implemented Phases 1, 2, & 3	Continue Phase 4 - 6 Implementation	Continue Phase 4 - 6 Implementation
Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments	100%	100%	100%	100%
Maintain County Bond Rating	AA-	AA-	AA-	AA-

¹ The new GASB 34 reporting requirements were fully implemented in Fiscal Year 2002-03. All requirements will continue to be met in future years.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Audits	18.50	16.50	16.50
Office of Financial Planning	17.00	16.50	16.50
Accounting and Fiscal Control	109.50	111.00	111.00
Revenue and Recovery	114.00	110.00	110.00
Administration	25.00	24.00	24.00
Total	284.00	278.00	278.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Audits	\$ 1,884,841	\$ 1,923,682	\$ 2,154,398	\$ 2,176,023
Office of Financial Planning	1,554,072	2,025,909	2,223,607	2,185,547
Accounting and Fiscal Control	7,126,658	8,801,656	9,521,431	9,995,059
Revenue and Recovery	7,834,316	8,520,738	9,393,151	9,696,562
Administration	8,433,392	2,750,975	4,578,941	4,526,372
Total	\$ 26,833,279	\$ 24,022,962	\$ 27,871,528	\$ 28,579,563

Budget by Categories of Expenditures

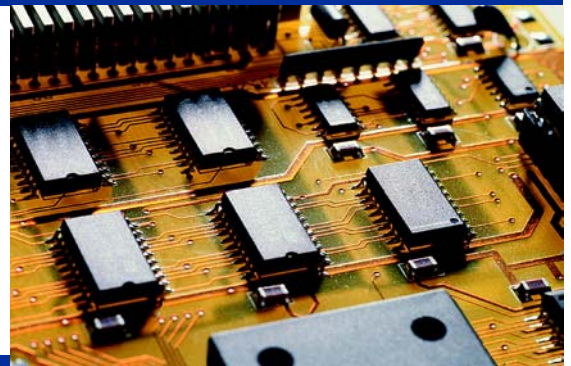
	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 15,579,214	\$ 15,270,835	\$ 18,588,160	\$ 19,746,064
Services & Supplies	10,654,065	8,747,784	8,743,368	8,313,499
Other Charges	100,000	4,343	20,000	20,000
Fixed Assets Equipment	—	—	20,000	—
Management Reserves	500,000	—	500,000	500,000
Total	\$ 26,833,279	\$ 24,022,962	\$ 27,871,528	\$ 28,579,563



Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	795,000	795,000	500,000	500,000
Taxes Other Than Current Secured	—	13,961	—	—
Intergovernmental Revenues	125,000	298,726	70,000	70,000
Charges For Current Services	5,530,061	6,338,420	5,048,072	5,351,453
Miscellaneous Revenues	395,500	677,591	355,500	355,500
Other Financing Sources	25,000	—	25,000	25,000
General Revenue Allocation	19,962,718	15,899,264	21,872,956	22,277,610
Total	\$ 26,833,279	\$ 24,022,962	\$ 27,871,528	\$ 28,579,563

County Technology Office



Department Description

The County Technology Office (CTO) ensures the County's Information Technology (IT) and telecommunications needs are met by overseeing the Pennant Alliance contract and provides strategic direction, operational planning, and support to user departments.

Mission Statement

Provide state-of-the-art Information Technology solutions to the County Business Units to support the County's Strategic Plan.

2002-03 Accomplishments

Technology

- Accelerated residents' access to Countywide information through additional public services being web-enabled.
- Implemented Microsoft Windows 2000 enterprise operating system and the migration to the Microsoft Exchange e-mail system.
- Provided support on the implementation of Enterprise Resource Planning (ERP) systems.
- Refreshed 8,000 of the County's desktops and 300 servers.
- Established a Countywide Document Management standard and master service agreement with a major Document Management vendor.
- Continued to develop and recommend strategic technical plans, application and system requirements, and architectural and security plans.
- Contributed to the success of the Health and Human Services Agency's San Pasqual Academy by ensuring technology is appropriately deployed.
- Worked with the IT Contractor to reengineer business processes and perform change management activities to maximize efficiencies and cost savings.

- Provided leadership within California, the United States, and Internationally by helping other governments benefit from San Diego County's IT outsourcing experience.

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Provide technical and project management support on large IT initiatives for County departments.
- Provide assistance in the IT strategic planning efforts of County departments.
- Provide management and oversight of IT Contractor providing IT infrastructure to County departments.
- Implement IT Investment Management (ITIM) initiative in order to effectively manage County's use of applications.
- Assist with ERP implementation and the decommissioning of existing legacy applications that the new system replaces.
- Provide project management for the new Property Tax System.
- Negotiate modifications to service level requirements with IT Contractor.
- Continue to streamline financial reporting of IT costs through enhancements to Chargeback system.
- Focus on a consistent methodology to implement project management Countywide.



Strategic Initiatives – Kids

- Continue to work with the Futures Foundation in order to provide technology to organizations that promote the well-being of kids.

Changes from 2002-03 Adopted

Expenditure

- Net decrease in CTO Office expenditures of \$0.7 million is due to a contractual change of \$1.1 million whereby the County no longer provides for incentives to the IT Contractor for Milestones. This reduction is offset by a \$0.4 million increase in Salaries and Benefits expenditures due to Countywide negotiated labor contracts.
- Net increase in IT Internal Service Fund expenditures of \$4.3 million is due to an anticipated reduction in IT usage by County departments and the Courts, offset by an increase in ERP project payments.

Revenue

- Decrease in Intergovernmental Revenues of \$0.3 million in the IT Internal Service Fund is due to anticipated reduction in IT usage by the Courts.
- Decrease in Charges for Current Services revenue of \$7.9 million in the IT Internal Service Fund is due to anticipated reduction in IT usage by County departments.
- Increase in Other Financing Sources revenue of \$12.5 million in the IT Internal Service Fund is due to anticipated use of bond proceeds for payments to IT provider for ERP project.
- Decrease in General Revenue Allocation reflects a shift of resources to other ongoing County priorities.
- The net increase in the use of fund balance is due to one-time consulting expenditures related to the deployment of the ERP system and the lost for standardizing the desktop monitors Countywide offset by the postponement of the E-commerce project.



Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Number of Groups trained in the use of applications investment tracking. ³	N/A	1	2	2
Number of days contract disputes remain open ³	N/A	60	30	30
Number of desktops refreshed	4,000	8,000	3,000	3,000
Number of IT Guiding Principles implemented ³	N/A	2	5	5
Number of days for CTO workorder authorization ³	N/A	8	5	5
Number of servers refreshed ³	N/A	300	200	200
Account Performance Assessment Review (APAR) rating green or better ¹	90%	N/A	N/A	N/A
Percentage of Critical Minimum Acceptable Service Levels (MASL) met ¹	95%	N/A	N/A	N/A
Percentage of MASLs met ¹	90%	N/A	N/A	N/A
Number of conversions to Outlook e-mail ³	10,500	10,500	N/A	N/A
Percent of network migrated to new technology ²	100%	100%	N/A	N/A

¹Contractor performance measure no longer tracked

²Project complete

³New Performance Measure added during Fiscal Year 2002-03



County Technology Office

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
CTO Office	18.00	18.00	18.00
Total	18.00	18.00	18.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
CTO Office	\$ 7,468,806	\$ 6,553,139	\$ 6,770,283	\$ 5,290,283
Information Technology Internal Service Fund	117,994,181	120,014,927	122,325,425	119,031,010
Total	\$ 125,462,987	\$ 126,568,066	\$ 129,095,708	\$ 124,321,293

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 2,259,916	\$ 1,941,762	\$ 2,686,947	\$ 2,805,121
Services & Supplies	122,704,022	124,626,304	125,909,712	121,017,123
Management Reserves	499,049	—	499,049	499,049
Total	\$ 125,462,987	\$ 126,568,066	\$ 129,095,708	\$ 124,321,293

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	1,086,049	1,086,049	2,099,049	499,049
Intergovernmental Revenues	11,106,344	12,055,326	10,810,000	10,810,000
Charges For Current Services	105,925,739	103,771,062	97,970,772	94,630,857
Miscellaneous Revenues	75,000	14,947	30,000	30,000
Other Financing Sources	1,527,000	8,669,026	14,067,547	14,113,047
General Revenue Allocation	5,742,855	971,656	4,118,340	4,238,340
Total	\$ 125,462,987	\$ 126,568,066	\$ 129,095,708	\$ 124,321,293

Civil Service Commission



Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors and is supported by a small staff.

Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

2002-03 Accomplishments

Fiscal Stability

- All decisions made by the Commission took into consideration County liability, due process, and fairness. During Fiscal Year 2002-03, fewer than 5% of Commission decisions were litigated. This aggressive approach resulted in the Courts' affirmation of all but one of the Commission's decisions.

Human Resources Modernization

- Worked with the Department of Human Resources and County Counsel to improve policies and procedures relating to the Civil Service Commission.
- Scheduled mandated hearings within a month after receiving appeals.
- Processed findings and proposed decisions for public meeting within three weeks of hearing.
- Consistently responded to public, department, or employees' inquiries within one day.

Regional Leadership

- The Executive Officer communicated effectively and regularly with the Civil Service Commissioners.

Technology

- The Commission was accessible to provide immediate service to its customers via modern technology as well as having an open door for customers to be received, as their needs require. A customer survey was distributed to monitor and maintain customer satisfaction.
- Converted the Commission's website to be consistent with the style of the County's new website. Also, updated the information on the website and added more features, including a page with the Commission's meeting minutes, which is updated regularly.

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Provide our customers with hearings that are fair, efficient and result in legally sound decisions.
- All decisions made by the Commission will take into consideration County liability, due process, and fairness. During Fiscal Years 2003-05, fewer than 5% of Commission decisions will be litigated. This aggressive approach will result in the Courts' affirmation of 90% of the Commission's decisions.
- Work with the Department of Human Resources and County Counsel to improve policies and procedures relating to the Civil Service Commission.



- Continue to explore new ways of providing consistently excellent services to its customers through the use of technology and the development of new automated processes.

Changes from 2002-03 Adopted

Expenditure

- Decrease in Salaries and Benefits expenditures of \$62,000 is due to the part-time funding of two positions.

Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Mandated Commission Hearings	40	37	40	40
Investigations	11	22	11	11
Staff Review / Recommendations	332	411	332	332



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Civil Service Commission	\$ 406,451	\$ 320,353	\$ 337,819	\$ 297,098
Total	\$ 406,451	\$ 320,353	\$ 337,819	\$ 297,098

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 334,297	\$ 224,263	\$ 272,569	\$ 231,848
Services & Supplies	65,921	96,089	65,250	65,250
Management Reserves	6,233	—	—	—
Total	\$ 406,451	\$ 320,353	\$ 337,819	\$ 297,098

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	—	—	57,226	—
Charges For Current Services	31,031	31,457	31,031	31,031
General Revenue Allocation	375,420	288,896	249,562	266,067
Total	\$ 406,451	\$ 320,353	\$ 337,819	\$ 297,098



Clerk of the Board of Supervisors



Department Description

The Executive Officer acts as the administrative head of the department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board, and various other special districts and committees. The department administers the Board General Office and manages over \$12 million of budgets and trust accounts as well as the 18-acre County Administration Center (CAC), a designated federal historic landmark, which includes over 360,600 square feet of building space. Four program areas are included within the Department: Executive Office, Public Services, Legislative Services and CAC Facilities Services. The department's commitment to continuous improvement is reflective of a team that welcomes challenges, works toward a common goal, maintains a positive attitude toward everyone's ideas, builds morale internally, communicates openly, develops its members' skills while teaching and learning from one another, embraces the diversity of its members, uses resources wisely and shares pride in its accomplishments as well as celebrating its successes.

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2002-03 Accomplishments

Fiscal Stability

- Reduced operating costs of the County Administration Center by focusing on energy conservation and equipment modification projects.
- Increased department revenue through a new marketing campaign associated with passport and notary public services.

- Developed a Clerk of the Board Business Recovery Plan to ensure continued operations in the event of an emergency or disaster.

Technology

- Utilizing the County's enhanced technology infrastructure, increased public Internet access to Special District's agendas and proceedings.
- Continued to find additional uses of the Document Management System that allow official documents to be available to the Public electronically.
- Enhanced Facilities Services staff communications ability by upgrading equipment infrastructure.
- Reduced costs of interoffice hard copy distribution by the use of electronic distribution of documents.



Workplace Improvement

- Improved Public Service counters and Clerk of the Board reception area to bring about workplace improvements for the employees and better service for our customers.
- Completed Phase 2 of improvements to the physical layout of the Board General Office.
- Completed maintenance and upgrade projects as planned for the County Administration Center and gardens.

Continuous Improvement

- Improved customer service monitoring by enhancing the Clerk of the Board customer survey card design and submission process.
- Continued to recognize outstanding employee performance through the development of a service- level standards program to bring about performance measurement standards in the delivery of services to our customers.
- Continued support for staff technical and safety training.
- Enhanced staff professional skills and the department's customer service through implementation of a "skills training program" for all Clerk of the Board staff.
- Implemented an internal quality review audit of two procedures in each Clerk of the Board program.
- In order to continue open communication with employees, Clerk of the Board celebrated the diversity of our employees and the wider community by a program of sharing the values, perspectives, and uniqueness of others.
- Reengineered the hardcopy distribution process of the Board of Supervisors Agenda.
- Provided more responsive passport and notary public service to customers by enhancing cash handling procedures.

Regional Leadership

- Continued promotion of the historical significance of the County Administration Center through sales of memorabilia.
- Promoted public art displays in the County Administration Center.
- Focused attention on the County Volunteer Program to increase public awareness and recognize outstanding contributions from participants.

2003-05 Objectives

All Strategic Initiatives - Kids, The Environment, and Safe and Livable Communities

- Continue Facilities Services Section focus on decreasing the operating costs of the County Administration Center by identifying non-essential machinery and reducing operating hours of this machinery.
- Identify opportunities to improve customer satisfaction through the use of on-line customer surveys.
- Implement a public awareness campaign to increase the visibility of opportunities to volunteer to serve on County boards, commissions and committees.

Strategic Initiative – Kids

- Continue the holiday tree fundraiser to benefit San Pasqual Academy.
- Focus the redesign efforts in our Public Services Section to accommodate our customers who bring their families with them to transact business.

Strategic Initiative – The Environment

- Renew our Facilities Services Section commitment to focus on County Administration Center ongoing facility maintenance and improvement projects.
- Develop a ten-year facility maintenance plan for the County Administration Center.



Strategic Initiative – Safe and Livable Communities

- Enforce the safety code in tenant improvement projects at the County Administration Center.
- Increase external security patrols around the County Administration Center.
- Continue safety and emergency response training for employees.
- Establish and equip the County Administration Center Maintenance Annex as an emergency storage site in accordance with the Clerk of the Board Business Recovery Plan.
- Implement a process to protect critical Clerk of the Board records from a possible disaster at the County Administration Center.

Changes from 2002-03 Adopted

Expenditure

- Increase in Salaries & Benefits expenditures of \$0.4 million is due to negotiated labor contracts.
- Decrease of \$0.3 million in contracted services expenditures is due to stabilization of security coverage requirements for the County Administration Center.
- Increase in Management Reserves of \$0.1 million is due to increased contingency for utility costs.

Revenue

- Increase in Charges for Current Services revenue of \$44,000 is due to anticipated increases in passport fee revenue.
- Decrease in one-time revenue from Fund Balance of \$0.1 million is due to reduced one-time expenditures related to contracted services.



Clerk of the Board of Supervisors

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Legislative Services	10.00	10.00	10.00
CAC Facilities Services	12.00	12.00	12.00
Public Services	10.00	10.00	10.00
Executive Services	5.00	5.00	5.00
Total	37.00	37.00	37.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Legislative Services	\$ 696,634	\$ 557,518	\$ 788,444	\$ 828,452
CAC Facilities Services	3,237,961	2,855,205	3,030,034	3,076,005
Assessment Appeals	—	964	—	—
Public Services	603,875	562,416	685,151	725,936
Executive Services	885,808	578,946	1,107,752	1,133,044
Total	\$ 5,424,278	\$ 4,555,052	\$ 5,611,381	\$ 5,763,437

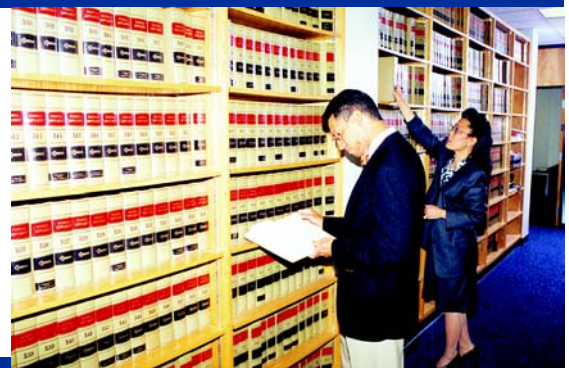
Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 2,102,305	\$ 1,748,449	\$ 2,470,373	\$ 2,622,324
Services & Supplies	3,100,722	2,806,603	2,771,627	2,771,732
Expenditure Transfer & Reimbursements	(25,000)	—	(25,000)	(25,000)
Management Reserves	246,251	—	394,381	394,381
Total	\$ 5,424,278	\$ 4,555,052	\$ 5,611,381	\$ 5,763,437

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	500,000	500,000	394,381	394,381
Charges For Current Services	87,750	372,628	131,750	131,750
Miscellaneous Revenues	40,170	87,680	40,170	40,170
General Revenue Allocation	4,796,358	3,594,744	5,045,080	5,197,136
Total	\$ 5,424,278	\$ 4,555,052	\$ 5,611,381	\$ 5,763,437

County Counsel



Department Description

The San Diego County Charter provides that the County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel also provides legal advice and other legal services to the Board of Supervisors, County officers, departments, boards, commissions, courts, and certain County school districts and special districts. Services to school and special districts, including litigation are provided on a fee basis. Through its Claims Division, the Office of County Counsel administers public liability claims and employees' lost property claims. County Counsel also represents the Health and Human Services Agency in juvenile dependency matters.

Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

2002-03 Accomplishments

Fiscal Stability

- Prevailed in 95% (90 out of 95) of all resolved court cases filed against the County (a "resolved court case" means a decision by a judge or jury for which there is no further avenue for appeal).
- 75% (95 out of 127) of all resolved cases filed against the County were decided by judge/jury, while only 25% of the resolved cases filed against the County were decided by settlement.
- Prevailed in 100% of all resolved court cases filed by the County against other parties.
- Provided over 50 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.

- Provided over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.

Self Sufficiency/Health and Wellness

- Prevailed in over 99% of all juvenile dependency petitions filed by the Health and Human Services Agency (HHSA) (includes only those petitions which were subjected to a contested hearing in juvenile dependency court matters).
- Prevailed in over 91% of juvenile dependency appeals and writs in the Court of Appeal.
- Provided over 130 training sessions throughout the HHSA regions for social workers in order to assist them in the performance of their duties in accordance with State law.

Continuous Improvement

- Issued the 4th consecutive fiscal year update of the County Counsel Legal Guide for County departments to assist them in responding to a variety of selected legal issues.



County Counsel

- Issued six County Counsel Special Bulletins to County officials to provide timely information regarding new developments involving court rulings and legislation.
- Office attorney staff provided 13 Mandatory Continuing Legal Education (MCLE) training sessions to their fellow County Counsel legal staff to help them increase their level of legal skills and to comply with the State Bar's MCLE requirements.
- Provided 33 training programs for County Counsel staff to attend during the fiscal year to help them increase their knowledge, abilities, skills, and overall understanding of their job duties.
- Provide over 30 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provide over 30 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.
- Issue 5th consecutive fiscal year update of the County Counsel Legal Guide for County departments to assist them in responding to a variety of selected legal issues.
- Issue 12 or more County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.

Environment

- Provided full assistance in support of the County's land use and environment goals.
- Provided litigation support to enforce County Code violations, which negatively impact the health, safety peace and quiet of communities in the unincorporated area of the County.
- Assisted County with its implementation of the regional Clean Water Strategic Plan, and with its full compliance with State and Federal requirements governing stormwater programs.

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Prevail in over 90% of cases decided by a judge or jury (that have no further avenue for appeal).
- Timely complete 100% of all advisory assignments for the Board of Supervisors.
- Timely complete 95% of all advisory assignments for all County departments.
- Complete 100% of all draft Environmental Impact Reviews within 30 days.

Strategic Initiative – Kids

Provide quality legal assistance to County departments to permit them to achieve their goals to improve opportunities for children, including but not limited to, the following objectives:

- Assist Health and Human Services Agency (HHSA) to improve independent skills for dependent youth and to achieve a higher rate of high school graduation for foster youth.
- Identify legal issues that place children at risk.
- Collaborate with the HHSA Children's Services (CS) and Court to provide permanency for dependent children.
- Success rate for Juvenile Dependency petitions to be over 95% for all petitions for which a jurisdictional trial is held.
- Success rate for Juvenile Dependency appeals to be over 90%.
- Collaborate with CS to provide stability for children in long-term foster care.



- Provide quarterly training to social workers to assist them in the performance of their duties in accordance with state law.

Strategic Initiative – The Environment

Provide quality legal assistance to County departments to permit them to achieve their goals to promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development, including but not limited to, the following objectives:

- Support, coordinate and advise departments pursuing codes enforcement matters.
- Support and improve all aspects of the land development planning and approval process.
- Provide full assistance in support of the County's land use and environment goals.
- Provide litigation support to enforce County Code violations, which negatively impact the health, safety, and peace and quiet of communities in the unincorporated area of the County.
- Assist County with its implementation of the regional Clean Water Strategic Plan, and with its full compliance with State and Federal requirements governing stormwater programs.
- Train client department staff to recognize and avoid liability risks inherent in their duties and to appreciate where their conduct cannot be the basis for liability, thereby allowing employees to concentrate on critical tasks without fear of personal or County liability. Such trainings would include the following:
 - Sheriff's Detentions & Court, Services Recruits—Academy, Sheriff's Jail Training Officers- Academy, Sheriff's Corrections Officers: In-Service, Sheriff's Supervisors: In-Service, Any County department requesting specialized training, County Counsel Training Program regarding immunities against civil liability, District Attorney staff re: limits of prosecutorial immunity.
- Provide timely, effective and quality legal services supporting law enforcement's efforts to facilitate safe and livable communities.
- Refine County Counsel's ongoing Risk Roundtable Program, offering regular opportunities for attorney-client privileged discussions of risk issues and liability patterns with client departments facing the highest risk exposure, i.e., Sheriff, Public Works, HHSA and District Attorney.

Strategic Initiative – Safe and Livable Communities

Provide quality legal assistance to County departments to permit them to achieve their goals to promote safe and livable communities, including but not limited to, the following objectives:

- Protect the public from harmful pests and animals.
- Protect communities from hazardous pollutants and public nuisances.
- Explore potential opportunities for estate conservatorship protection for victims of elder abuse.

Changes from 2002-03 Adopted

Expenditure/Staffing

- Salaries and Benefits expenditures increased by \$2.6 million due to negotiated salary and benefit increases.
- Services and Supplies expenditures decreased by approximately \$.3 million due to identified costs savings in discretionary expenses from prior year and identified one-time discretionary expenditures that are funded with one-time funding.

Revenue

- Charges for Current Services increased by \$1.1 million primarily due to the following factors:



- Increases in the billable hourly rates for legal services provided.
- Anticipated increases in Road Fund workloads including assignments in the land development area.
- Additional funding to cover the increased costs for attorneys providing services to Land Use and Environment Group departments.
- Anticipated revenue from billings to the Department of Planning and Land Use deposit accounts for legal services required by deposit accounts projects.
- Anticipated increases in revenue from the enhanced code enforcement program initiated in the new Fiscal Year.

Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Percent of Board of Supervisors short term assignments that will be completed by the established due date	100%	100%	100%	100%
Percentage of County departments short term assignments that will be completed in 30 days and long term assignments that will be completed by the established due date	90%	99%	95%	95%
Percentage of all draft Environmental Impact Reports (EIRs) that will be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	96%	99%	96%	96%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	94%	91%	94%	94%



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
County Counsel	137.00	137.00	137.00
Total	137.00	137.00	137.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
County Counsel	\$ 15,202,931	\$ 15,024,685	\$ 17,531,975	\$ 18,525,657
Total	\$ 15,202,931	\$ 15,024,685	\$ 17,531,975	\$ 18,525,657

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 13,791,422	\$ 13,528,109	\$ 16,443,799	\$ 17,442,678
Services & Supplies	1,549,874	1,630,225	1,270,434	1,275,595
Expenditure Transfer & Reimbursements	(138,365)	(133,649)	(182,258)	(192,616)
Total	\$ 15,202,931	\$ 15,024,685	\$ 17,531,975	\$ 18,525,657

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	832,331	832,331	—	—
Licenses Permits & Franchises	—	3,645	—	—
Intergovernmental Revenues	151,139	150,519	162,970	198,604
Charges For Current Services	3,609,392	4,058,452	4,761,641	5,445,713
Miscellaneous Revenues	32,500	46,391	7,000	7,000
General Revenue Allocation	10,577,569	9,933,347	12,600,364	12,874,340
Total	\$ 15,202,931	\$ 15,024,685	\$ 17,531,975	\$ 18,525,657



San Diego County Grand Jury



Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the County. Grand Jury duties, powers, responsibilities, qualifications, and selection processes are outlined in the California Penal Code §888 et seq. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand Jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full time coordinator and one part-time assistant.

As of Fiscal Year 2003-04, the Grand Jury has been transferred from the Public Safety Group to the Finance and General Government Group. This change was recommended by both the Fiscal Year 2001-02 and Fiscal Year 2002-03 Grand Juries, as the services the Grand Jury provides are more aligned with the types of services provided by the departments in the Finance and General Government Group. The Fiscal Year 2002-03 numerical data can be found in the Public Safety Group section of this document under Grand Jury.

Mission Statement

Protect and safeguard the citizens of San Diego County from corrupt and inefficient governmental programs of the County, cities and special districts, by investigating the operations of these agencies and reporting findings and recommendations.

2002-03 Accomplishments

Regional Leadership

- Reviewed, prioritized, and investigated 98 complaints, issues and other County matters of civil concern brought before the Grand Jury.
- Submitted Final Report to the Presiding Judge, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933).

- In response to criminal complaints filed by the District Attorney, conducted timely hearings to determine whether there was sufficient evidence to bring an indictment charging a person with a public offense.
- Returned 89 criminal indictments, and prepared other reports and declarations as required by law (Penal Code §939.8 et seq).

2003-05 Objectives

Strategic Initiatives – Safe and Livable Communities

- Assemble a well-qualified and widely representative civil panel annually. Ensure that the panel reviews, prioritizes, and investigates all significant complaints, issues, and other matters of public concern brought before the Grand Jury.



-
- Continue to support the District Attorney with timely hearings on criminal matters.
 - Services and Supplies expenditures decreased by \$7,966 due to a reduction in various operating expenditures.

Changes from 2002-03 Adopted

Expenditure

- Salaries and Benefits expenditures increased by \$14,454 due to negotiated salary and benefit costs.

**Staffing by Program**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Grand Jury	—	1.00	1.00
Total	0.00	1.00	1.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Grand Jury	\$ —	\$ —	\$ 486,236	\$ 489,680
Total	\$ 0	\$ 0	\$ 486,236	\$ 489,680

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ —	\$ —	\$ 93,526	\$ 96,970
Services & Supplies	—	—	392,710	392,710
Total	\$ 0	\$ 0	\$ 486,236	\$ 489,680

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
General Revenue Allocation	—	—	486,236	489,680
Total	\$ 0	\$ 0	\$ 486,236	\$ 489,680



Human Resources



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. The DHR serves as the in-house human resource consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; risk management activities including a workers' compensation program and property and casualty insurances; employee training programs; negotiation of labor contracts; and administration of employee incentive and career development programs.

Mission Statement

To provide strategic human resource services that are effective, efficient and professional.

2002-03 Accomplishments

Human Resources Modernization

- Completed several key phases of a fully web-based employment application system.
- Conducted a feasibility study to consider utilizing an Interactive Voice Recognition (IVR) system that would allow applicants to access application status, exam scores, and test schedule information.
- Re-assessed examinations to ensure their reliability and validity as evaluation instruments.
- Conducted County of San Diego job fairs throughout the region.
- Established a self-service office at the County Operations Center (COC) to better serve external and internal job applicants.
- Determined feasibility of phased imaging project for DHR personnel files, identified necessary funding source, initiated contract negotiations, and selected vendors.
- Updated and posted all County classification specifications on the Internet and Intranet web sites.
- On-going review of classification specifications in support of Operational Incentive Plan (OIP) goal to reduce number of classifications; deleted 195 classifications.
- Completed an evaluation of implementing an Electronic Classification Activity Request System.
- Reached agreement with the Deputy District Attorney Association and the Public Defender Association on 3-year labor contracts.
- Negotiated Agreements on the Eligibility Technician Classification Study Phases I & II, 401(a) Termination Pay Plan, retirement contribution rates, anti-terrorist leave, agency shop, Sheriff Detention Nurses, revised Board of Supervisor's Parking Policy, new Civil Service Rule on Citizens Law Enforcement Review Board



(CLERB) Administrative Appeals, new Incompatible Activities Policy for Child Support Services and arbitration of Letters of Reprimand for peace officers.

- Represented the In Home Supportive Services (IHSS) Public Authority in successful negotiations with the United Domestic Workers for health benefits for approximately 2,700 employees.
- Implemented the Paralegal Reclassification study.
- Participated in 78 Labor Management Meetings in an effort to proactively resolve issues.
- Coordinated and implemented Quality First Payouts.
- Revised the Fiscal Year 2003-04 Quality First Program using the General Management System and Strategic Initiatives.
- Provided training on Labor Relations For Supervisors, Grievances & Arbitration, and Progressive Discipline to 546 supervisors and managers.
- Published the quarterly Discipline Case Record.
- Implemented a new health plan for 7,000 County employees and their dependents.
- Provided flu shots to more than 4,000 employees at six locations Countywide.
- Participated in three health fairs.
- Completed Health Insurance Portability and Accountability Act (HIPAA) training and ensured County compliance with new regulations.
- Provided Annual Benefits Statements to all County employees.
- Co-located Benefits' staff with payroll staff to successfully implement PeopleSoft payroll.
- Selected an Employee Benefits Broker/Consultant through the competitive procurement process.
- Piloted and presented four Supervisory Academies.
- Continued Project Management and Process Improvement training Countywide.
- Refined New Employee Orientation with the inclusion of the General Management System (GMS).
- Completed the Land Use and Environment Group (LUEG) and Public Safety Clerical Academies.
- Developed an Executive Orientation package.
- Provided implementation and ongoing support for the PeopleSoft Payroll module.
- Implemented Employee Self Service module to provide all County employees with the ability to view and/or update key employment information.
- Established a PeopleSoft for Managers training program to enhance awareness of management information tools available through PeopleSoft.
- Developed additional functionality in PeopleSoft to track the timely completion of employee performance appraisals.
- Produced the Quarterly Reports using PeopleSoft reports and queries and provided information for the interface to PB Views.
- Supported Office of Financial Planning in the development of WEB - Focus.
- Reviewed and updated DHR Policies and Procedures.
- Implemented a comprehensive ergonomic evaluations program.
- Obtained new medical, case management and investigative service agreements that enhanced workers' compensation cost containment efforts.
- Completed remodel of the DHR County Administration Center office.
- Deployed the PeopleSoft Health and Safety Module Countywide.

Diversity

- Participated in 48 job fairs, of which 25 emphasized diversity programs.



- Participated in 21 Employment Development Department (EDD) workforce transition programs.
- Conducted two hiring halls; 1,287 candidates invited, resulting in 171 hired.
- Linked up with the Armed Forces Transitional Assistance Program. DHR involved weekly in promoting employment opportunities for military personnel.
- Ensured diversity and succession planning by providing training programs (i.e. Leadership Academy, Supervisory Academy).

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Provide labor relations services to County departments including negotiations, dispute resolution and participation in Labor/Management Committees.
- Hire candidates with an emphasis in providing customer service/care.
- Recruit and identify executive/management staff capable of implementing and enhancing the General Management System (GMS) principles.
- Provide enhanced loss prevention services to County departments.
- Partner with all Groups to reduce work injuries through Work Safe/Stay Healthy program.
- Ensure inclusion of all County Groups' leadership staff in Supervisory Academy.

Strategic Initiative – Kids

- Provide workshops, internships and job shadowing days for children housed in County facilities, Monarch School, San Pasqual Academy and other school districts to encourage and support students' efforts to identify career choices and job preparation.

- Incorporate healthy children initiatives in the Health Plan Task Force.
- Promote effective use of health care benefits, workplace safety and Employee Assistance Program (EAP) in Labor/Management Committees.
- Provide benefits to County employees and their families to ensure that the children of County of San Diego employees have access to healthcare.
- Partner with HHSA to support frontline and leadership training programs impacting employees providing direct services to the children of this community.
- Support department-wide efforts for San Pasqual Academy fundraisers.

Strategic Initiative – The Environment

- Maximize targeted recruitment efforts to identify qualified candidates, colleges and universities that train environmental professionals; establish valid selection procedures to hire those with highest likelihood of success; provide an understanding of the environmental career possibilities with the County of San Diego.
- Participate in recycling efforts for cash and donate funds to the San Pasqual Academy and/or Monarch Schools.
- Encourage staff to use public transportation.
- Partner with Environmental Health to support Stormwater education; provide education to all new employees within 30 days of hire, via the New Employee Orientation.

Strategic Initiative – Safe and Livable Communities

- Enhance outreach activities in areas that would likely provide successful public safety applicants.
- Review Nursing and other classifications experiencing critical shortages to explore alternative classes to deliver service required.



Human Resources

- Partner with Public Safety Group (PSG) to support training and development of frontline and leadership staff.
- In conjunction with PSG, assist in the development and implementation of retention plans for the critical skills classifications within their organizations.
- Conduct comprehensive worker's compensation analysis of the Probation Department to reduce injuries and associated lost time.

Changes from 2002-03 Adopted

Expenditure

- Increase in Salaries and Benefits expenditures of \$1.6 million is due to negotiated labor contracts.

- Increase in Services and Supplies expenditures of \$0.2 million is due primarily to the transfer of application costs from the Finance and General Government Group, offset by reduction in various accounts that reflect cost savings as a result of operational efficiencies.

Revenue

- Net increase in revenue of \$1.6 million is due primarily to increased general revenue allocation for cost increases noted above.

Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
% Of recruitments promulgated within targeted timeframe	89%	92%	89%	89%
% Of classification activity requests completed within prescribed timeframe	80%	79%	85%	85%
Overall satisfaction rating with training programs offered by Employee Development Division	95%	97%	95%	95%
Ratio of workers' compensation cases closed per number of cases open	1:1	0.98:1	1:1	1:1
% of grievances filed for arbitration that are resolved without going to hearing	80%	100%	80%	80%



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Department of Human Resources	121.00	121.00	121.00
Total	121.00	121.00	121.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Department of Human Resources	\$ 16,950,279	\$ 15,429,701	\$ 18,566,465	\$ 18,581,198
Total	\$ 16,950,279	\$ 15,429,701	\$ 18,566,465	\$ 18,581,198

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 8,951,082	\$ 8,081,121	\$ 10,513,242	\$ 10,912,472
Services & Supplies	7,845,245	7,218,176	8,053,223	7,668,726
Fixed Assets Equipment	—	130,403	—	—
Management Reserves	153,952	—	—	—
Total	\$ 16,950,279	\$ 15,429,701	\$ 18,566,465	\$ 18,581,198

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	820,622	820,622	335,048	—
Intergovernmental Revenues	—	336	—	—
Charges For Current Services	425,326	427,597	544,325	544,325
Miscellaneous Revenues	5,372,935	4,907,889	5,525,191	5,696,730
General Revenue Allocation	10,331,396	9,273,257	12,161,901	12,340,143
Total	\$ 16,950,279	\$ 15,429,701	\$ 18,566,465	\$ 18,581,198



Media and Public Relations



Department Description

The Department of Media and Public Relations (DMPR) was established by the Board of Supervisors in 1997. Funded by cable television franchise fees, the department ensures that information about County issues, programs, and services moves quickly and accurately to the public, employees, and news organizations. The department is responsible for oversight of all County communications, including media relations, news releases, newsletters, and publications, as well as operation and programming for the County's government access cable television channel, CTN – County Television Network. The department also administers the County's franchise agreements with cable television companies operating within unincorporated communities.

Mission Statement

To build confidence in County government by providing clear and accurate information on the County's objectives, goals, services and issues.

2002-03 Accomplishments

Continuous Improvement

- Promoted County Strategic Plan Initiatives by partnering with other County departments, managers, and the Board of Supervisors to provide information about important programs and services to the public by producing over 80 new programs, segments or Public Service Announcements (PSAs) for airing on CTN. Videos included: San Pasqual Academy Graduation Documentary; "Fight the Bite" (West Nile Virus); General Management System (GMS) outreach; "San Diego County: Working for You;" and over 30 PSAs promoting department programs and services.
- Coordinated successful media relations campaigns with other departments for several high profile County issues, including West Nile virus, fruit fly infestation, and County emergency preparedness.

- Conducted media trainings for more than six departments, including a presentation for a regional retirement conference sponsored by the San Diego County Employees Retirement Association.
- Upgraded CTN field video production equipment, including new lighting kits, cameras and lens.
- Met 100% of department targets set for staff training and cross-training in areas that enhance product quality and customer service, including over 1% of employee payroll spent on staff training, over 500 staff hours spent in training, and all 22 staff received training specific to job function.

Fiscal Stability

- Continued to monitor current revenues and successfully estimated franchise fee revenues to within 3% of actuals.
- Continued to implement plan to identify new revenues and generated over \$45,000 in additional revenues through cost recovery of services provided.

Regional Leadership

- Continued to develop best-in-class programming and operations standards for County Television Network and demonstrated CTN's status as a regional leader in



government access cable television by winning over 17 awards for excellence in government access programming and five regional Emmy nominations.

Technology

- Identified new opportunities for automation by replacing CTN robotic camera system in the Board of Supervisors Chambers, installing new multimedia monitors on the Chambers dais and expanding the scope and utility of the Tiltrack automated video playback system and Facil asset management software.
- Successfully completed department desktop PC transformation to new County standard.

Workplace Improvement

- Completed the offices and workspaces remodel project by implementing additional enhancements and staff reorganization to improve efficiency, productivity, and safety.

2003-05 Objectives

Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- Produce and air on CTN at least 80 programs, segments and PSAs that promote County strategic plan efforts in Fiscal Year 2003-04. Produce 85 such programs in Fiscal Year 2004-05.
- Implement intermediate level media training for key County staff and conduct at least 6 media trainings in Fiscal Year 2003-04, to better enable key staff in other

departments to communicate to the public their efforts to achieve strategic plan objectives. Conduct at least 8 such trainings in Fiscal Year 2004-05.

- Implement media outreach project by offering DMPR staff and resources to assist other departments to promote specific strategic plan programs and services to the media, resulting in 50 new media placements in both Fiscal Year 2003-04 and Fiscal Year 2004-05.
- Expand DMPR emergency communications support through encouraging collaboration and partnerships with other County departments, and by supporting the goal to develop CTN emergency programming plan.
- Develop a DMPR brochure to better promote availability of strategic plan support services to County departments.

Changes from 2002-03 Adopted

Expenditure

- Increase in Salaries and Benefits expenditures of \$0.4 million is due to negotiated labor contracts.
- Decrease in Services and Supplies expenditures of \$51,000 is due to various cost savings and more efficient delivery of services.

Revenue

- Overall increase in revenue of \$0.3 million is primarily due to anticipated increases in cable franchise fees and more aggressive fee-for-service targets.



Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Number of media trainings conducted by DMPR staff for other departments.	6	6	6	8
Number of new programs, segments and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives.	75	80	80	85
Percentage of staff training and professional development targets actually achieved.	100%	100%	100%	100%
Percentage difference between estimated and actual cable television franchise fees.	Within 5%	Within 3%	Within 5%	Within 5%
Positive media placements coordinated by DMPR staff. ¹	NA	NA	50	50

¹New Performance Measure for Fiscal Year 2003-05, which better represents the County's three Strategic Initiatives.



Media and Public Relations

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Media and Public Relations	22.00	22.00	22.00
Total	22.00	22.00	22.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Media and Public Relations	\$ 2,163,879	\$ 1,990,058	\$ 2,444,357	\$ 2,522,694
Total	\$ 2,163,879	\$ 1,990,058	\$ 2,444,357	\$ 2,522,694

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 1,615,727	\$ 1,538,534	\$ 1,992,178	\$ 2,090,481
Services & Supplies	483,678	346,896	432,179	432,213
Fixed Assets Equipment	40,000	54,626	20,000	—
Operating Transfers Out	—	50,000	—	—
Management Reserves	24,474	—	—	—
Total	\$ 2,163,879	\$ 1,990,058	\$ 2,444,357	\$ 2,522,694

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	24,474	24,474	—	—
Licenses Permits & Franchises	2,068,895	2,143,190	2,444,357	2,522,694
Revenue From Use of Money & Property	—	48,849	—	—
Charges For Current Services	—	43,725	—	—
Miscellaneous Revenues	—	6,389	—	—
Other Financing Sources	70,510	120,510	—	—
General Revenue Allocation	—	(397,079)	—	—
Total	\$ 2,163,879	\$ 1,990,058	\$ 2,444,357	\$ 2,522,694

County Administration Center Major Maintenance



Department Description

Established by the Board of Supervisors in December 1997, this program supports major maintenance projects at the County Administration Center (CAC). Under direction of the Clerk of the Board of Supervisors and in consultation with CAC tenant departments, projects are established to maintain the infrastructure of this historic building and grounds.

Mission Statement

To provide major maintenance services to common areas of the County Administration Center.

2002-03 Accomplishments

Fiscal Stability

- Completed retrofit of outdated air handling units with new energy efficient models.
- Continued to focus on electrical system maintenance and energy conservation projects.

Workplace Improvement

- Continued with ongoing building security modification projects.
- Completed elevator improvement project planning.
- Completed the planning phase of public conference room refresh project.

2003-05 Objectives

Strategic Initiative – Kids

- Continue to maintain the grounds to provide a safe and enjoyable environment for the use of families and their children.

Strategic Initiative – The Environment

- Replace the roof on the southeast wing of the building.
- Continue the electrical system improvement project.
- Plan and implement an HVAC distribution system renovation project for specific areas of the building.

Strategic Initiative – Safe and Livable Communities

- Continue the ongoing building security modification projects.
- Complete the elevator replacement project.

Changes from 2002-03 Adopted

Expenditure

- Decrease in Services and Supplies expenditures of approximately \$0.4 million is due to reduction in planned major maintenance projects.



County Administration Center Major Maintenance

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
CAC Major Maintenance	\$ 1,133,800	\$ 1,949,904	\$ 778,800	\$ 778,800
Total	\$ 1,133,800	\$ 1,949,904	\$ 778,800	\$ 778,800

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Services & Supplies	1,133,800	1,949,904	778,800	778,800
Total	\$ 1,133,800	\$ 1,949,904	\$ 778,800	\$ 778,800

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Revenue From Use of Money & Property	13,800	30,431	13,800	13,800
Miscellaneous Revenues	—	1,583	—	—
General Revenue Allocation	1,120,000	1,917,890	765,000	765,000
Total	\$ 1,133,800	\$ 1,949,904	\$ 778,800	\$ 778,800